

Minutes of the meeting of the Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System (CCHHS) held Friday, June 17, 2016 at the hour of 9:00 A.M. at 1900 W. Polk Street, in the Second Floor Conference Room, Chicago, Illinois.

I. Attendance/Call to Order

Chairman Wiese called the meeting to order.

Present: Chairman Dorene P. Wiese and Directors Emilie Junge (Substitute Member) and Mary B. Richardson-Lowry (2)

Director Ada Mary Gugenheim

Absent: None (0)

Additional attendees and/or presenters were:

Cathy Bodnar – Chief Corporate Compliance and Privacy Officer

Douglas Elwell – Deputy CEO of Finance and Strategy

Gladys Lopez – Chief of Human Resources

Jeff McCutchan – Interim General Counsel

Deborah Santana – Secretary to the Board

John Jay Shannon, MD – Chief Executive Officer

II. Public Speakers

Chairman Wiese asked the Secretary to call upon the registered public speakers.

The Secretary called upon the following registered public speakers:

1. George Blakemore	Concerned Citizen
2. Dennis Kosuth	Registered Nurse, Stroger Hospital Emergency Department
3. Angel R. Orozco	Clinical Nurse I, Stroger Hospital-Adult Emergency Services
4. Philip George	Registered Nurse, Stroger Hospital Emergency Department
5. Joe Constantino	Registered Nurse, Stroger Hospital Emergency Department

III. Report from Chief of Human Resources (Attachment #1)

Gladys Lopez, Chief of Human Resources, provided an overview of the Report from the Chief of Human Resources.

The Report included information on the following subjects:

- Demographics: 6,217 Employees (data as of 5/31/16)
- Population by Age, Service, “Race & Ethnicity,” Gender
- Equal Employment Opportunity (EEO):
 - CCHHS EEO Team Responsibilities
 - Reporting Discrimination and Harassment Allegations
 - EEO Charge Types
 - Average Number of Cases Received Per Month
 - Comparison of Cases Filed Against CCHHS Employee Population by Location
- FY2016 Vacancies Filled
- CCHHS Hiring Waterfall and Snapshot (05/31/16)
- FY2016 Separations and Hires
- Comparison of Separations
- CCHHS FY2016 Turnover by New Hires
- FY2016 HR Goal – Improve / Reduce Average Time to Hire

III. Report from Chief of Human Resources (continued)

During the discussion of the information on EEO training opportunities, Chairman Wiese inquired regarding issues relating to the Americans with Disabilities Act. Ms. Lopez responded that the EEO team covers those issues, as well. Chairman Wiese inquired whether that can also be included in the training. Ms. Lopez responded affirmatively.

IV. Action Items

A. Minutes of the Human Resources Committee Meeting of May 20, 2016

Director Richardson-Lowry, seconded by Chairman Wiese, moved to accept the minutes of the meeting of the Human Resources Committee of May 20, 2016. THE MOTION CARRIED UNANIMOUSLY.

B. Any items listed under Sections IV and V

V. Closed Meeting Items

A. Report from Chief of Human Resources

B. Discussion of personnel matters

C. Update on labor negotiations

D. Discussion of litigation matters

Director Richardson-Lowry, seconded by Chairman Wiese, moved to recess the open meeting and convene into a closed meeting, pursuant to the following exceptions to the Illinois Open Meetings Act: 5 ILCS 120/2(c)(1), regarding “the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity,” 5 ILCS 120/2(c)(2), regarding “collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees,” and 5 ILCS 120/2(c)(11), regarding “litigation, when an action against, affecting or on behalf of the particular body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting.”

On the motion to recess the open meeting and convene into a closed meeting, a roll call was taken, the votes of yeas and nays being as follows:

Yea: Chairman Wiese and Director Richardson-Lowry (2)

Nay: None (0)

Absent: None (0)

THE MOTION CARRIED UNANIMOUSLY and the Committee recessed into a closed meeting.

Chairman Wiese declared that the closed meeting was adjourned. The Committee reconvened into the open meeting.

VI. Adjourn

Director Richardson-Lowry, seconded by Chairman Wiese, moved to adjourn the meeting.
THE MOTION CARRIED UNANIMOUSLY and the meeting adjourned.

Respectfully submitted,
Human Resources Committee of the
Board of Directors of the
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXX
Dorene P. Wiese, Chairman

Attest:

XXXXXXXXXXXXXXXXXXXX
Deborah Santana, Secretary

Cook County Health and Hospitals System
Human Resources Committee Meeting Minutes
June 17, 2016

ATTACHMENT #1

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Human Resource Committee

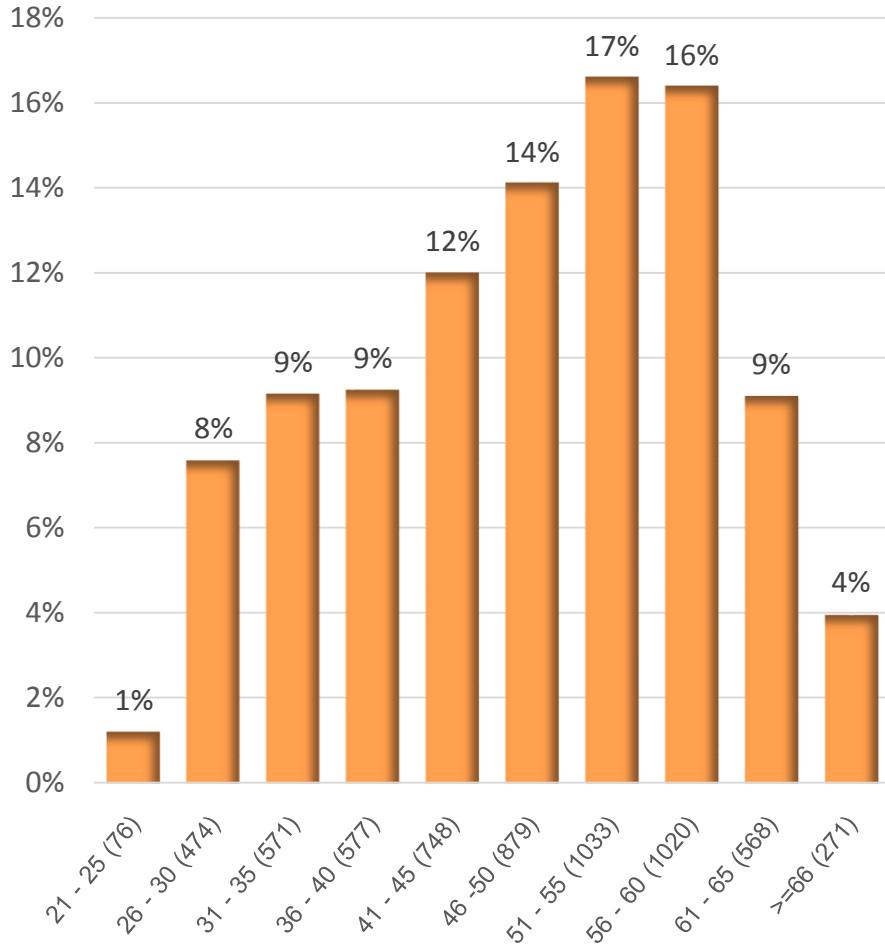
Gladys Lopez, Chief of Human Resources

June 17, 2016

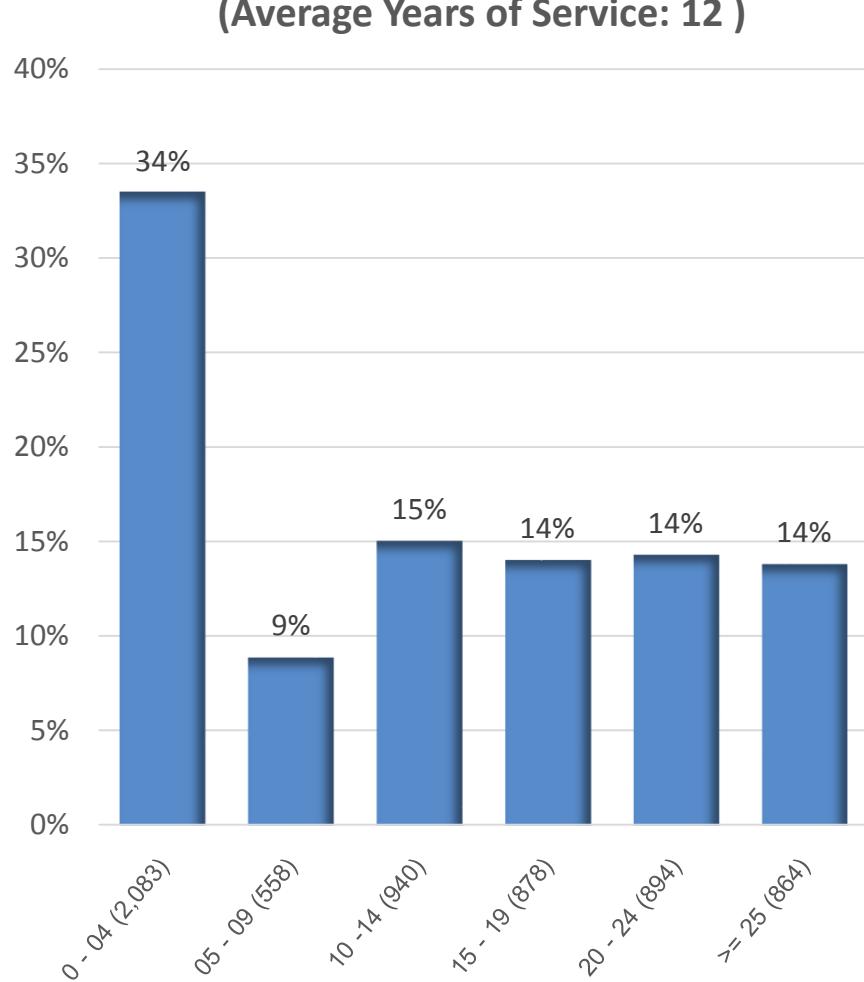


Demographics: 6,217* Employees

Employee Population by Age
(Average Age: 48)



Employee Population by Service
(Average Years of Service: 12)

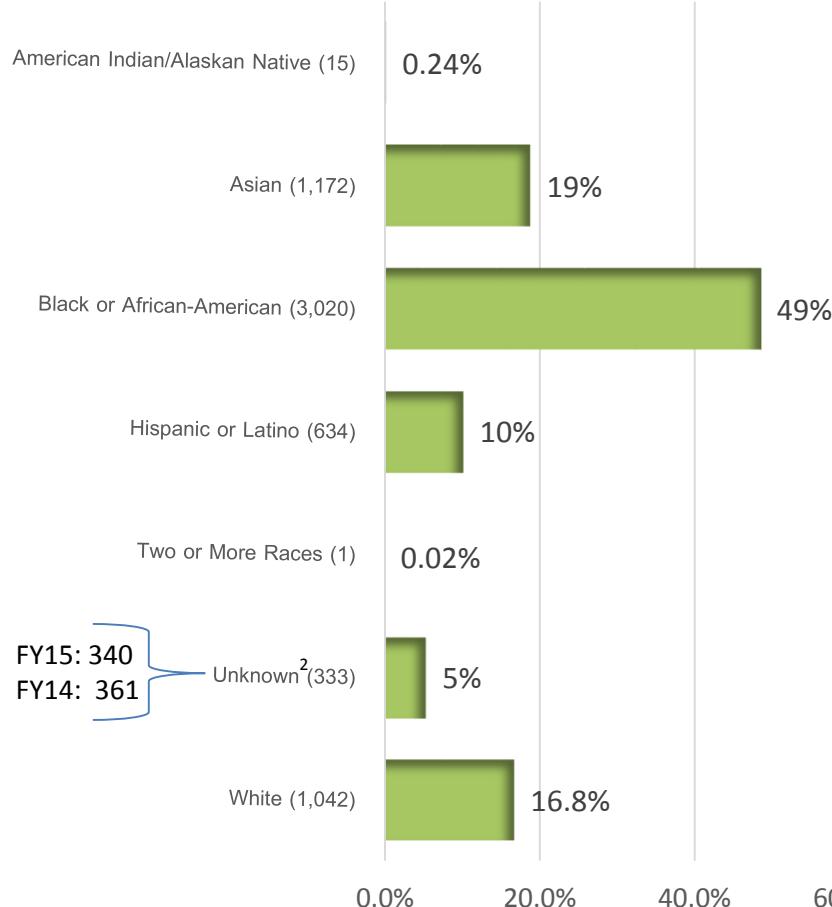


*Data is as of 05/31/16



Demographics: 6,217* Employees

Employee Population - "Race & Ethnicity"¹

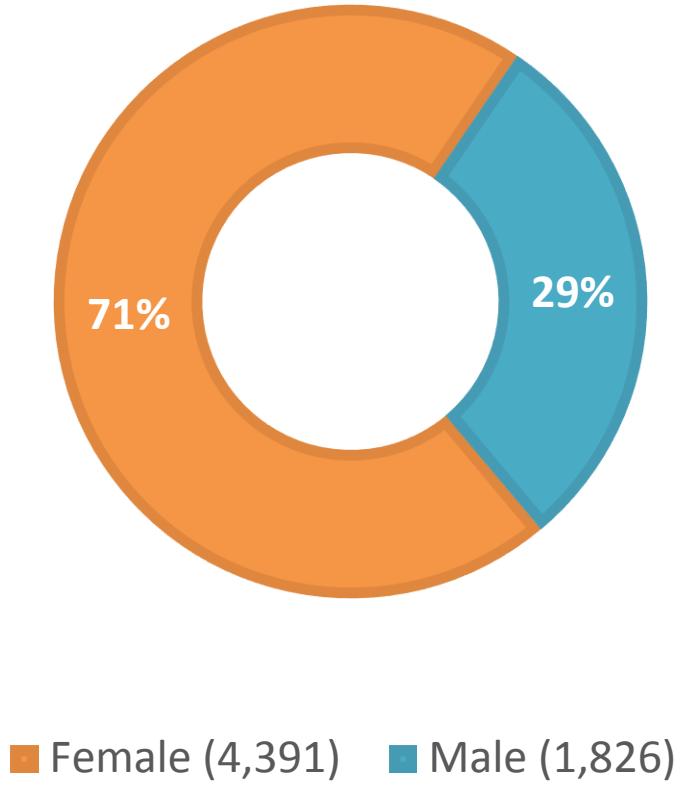


A Workforce 2000, landmark study commissioned by the U.S. Department of Labor and conducted by the Hudson Institute in 1987 noted: "Most new entrants will be women or people of color (85% by the year, 2000)³".

[CCHHS FY16 Comparison](#)
Other Races (5,175|83%)

White (1042|17%)

Employee Population - Gender



*Data is as of 05/31/16

¹ Reflects reporting terminology and category as established by the federal government.

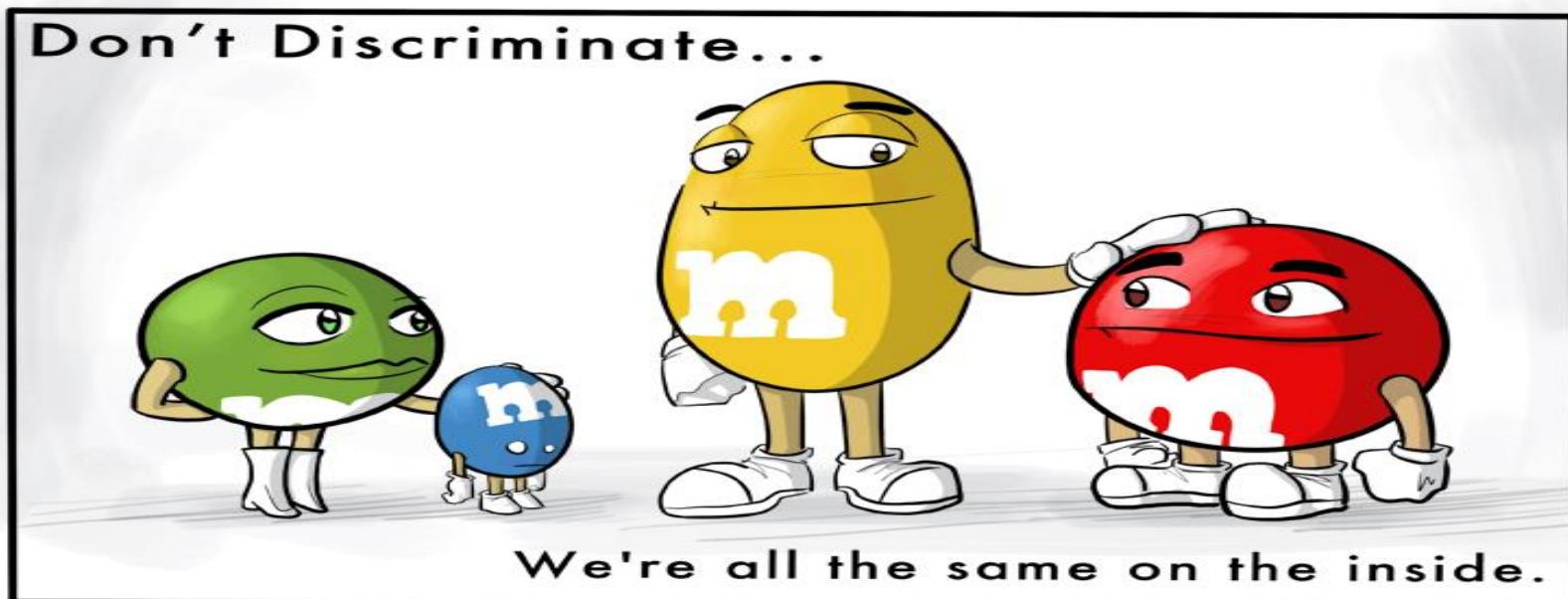
² Self identification of Race/Ethnicity is voluntary in accordance with the provisions of applicable federal laws, executive orders, and regulations.



Equal Employment Opportunity (EEO)

What is Equal Employment Opportunity?

Equal Employment Opportunity legislation was enacted to prohibit discrimination against a job applicant or an employee because of the person's race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, age (40 or older), disability or genetic information.



Prior to the Implementation of the CCHHS EEO Team

Observation

- ❑ There was a need to internally manage employee complaints and concerns to ensure a consistent investigation process; appropriate application of CCHHS Policies across the system; application of the level and type of discipline in accordance with the infraction

Resolution

- ❑ Create a CCHHS EEO Team that will provide a fair avenue for employees to raise concerns and ensure appropriate consistency throughout the process



CCHHS Equal Employment Opportunity Team

Human Resources is a Strategic Partner

The CCHHS EEO Team is responsible for:

- Investigating allegations of discrimination, harassment, workplace violence, etc.
- Representing CCHHS in cases filed with external agencies
 - Department of Human Rights (DHR)
 - Equal Employment Opportunity Commission (EEOC)
- Working with CCHHS' Employee Health Services team and participating in the interactive process associated with requests for an accommodation and ADA-related matters

August 23, 2015

hired two (2)
EEO Specialist

June 2016

in process of hiring one (1)
EEO Specialist

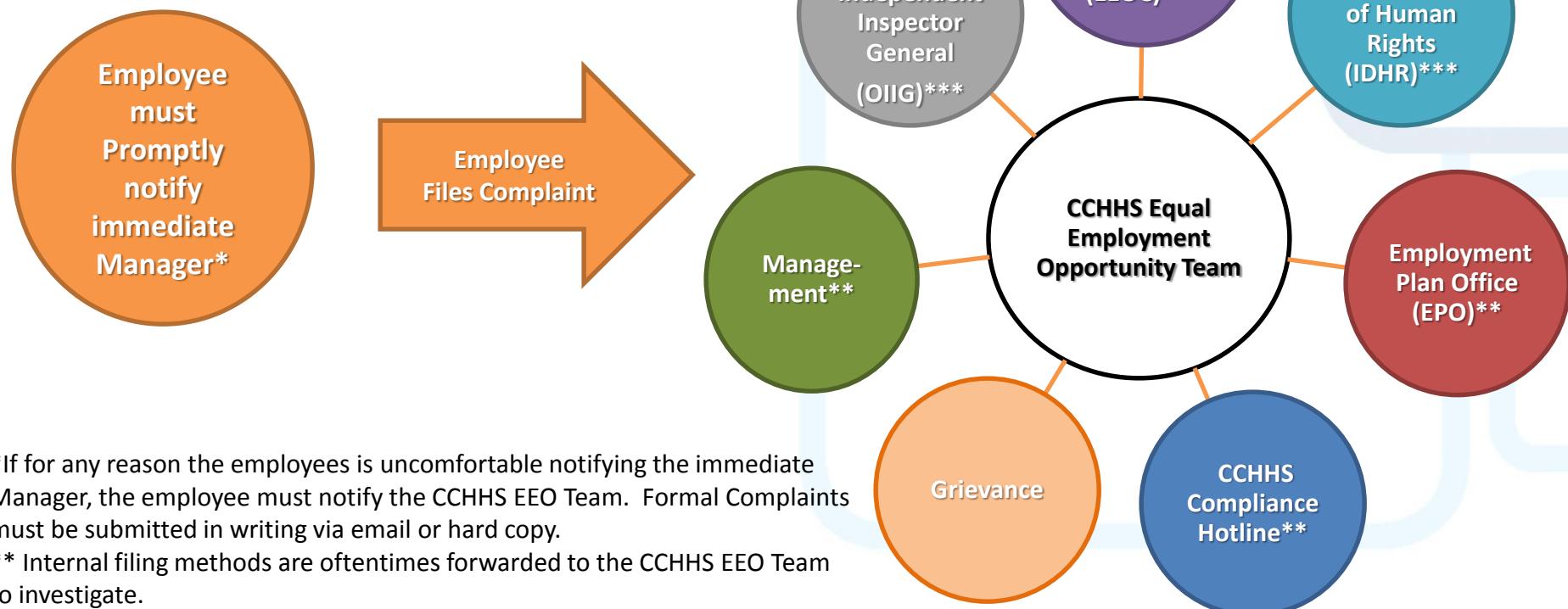
September 21, 2015
hired EEO Director



CCHHS Equal Employment Opportunity

Reporting Discrimination and Harassment Allegations

Options available to employees:



*If for any reason the employee is uncomfortable notifying the immediate Manager, the employee must notify the CCHHS EEO Team. Formal Complaints must be submitted in writing via email or hard copy.

** Internal filing methods are oftentimes forwarded to the CCHHS EEO Team to investigate.

*** External filing methods (EEOC and IDHR) are forwarded to the CCHHS EEO Team to respond to the charge(s) for investigation and OIIG reports are sent to the CCHHS CEO.

Equal Employment Opportunity (EEO)

What is a Case?

A case is an allegation of a Civil Rights violation and/or an act of workplace violence raised by a complainant against another employee, multiple employees, or the CCHHS entity as a whole.



What is a Charge?

A charge is the specific type of discrimination that a complainant alleges. Complainant's often file multiple types of discrimination, which often cause the number of charges to exceed the number of cases filed.



The outcome of a charge can be one of the following:

- Substantiated: The results of the investigation found sufficient evidence to demonstrate that the Complainant's allegations were valid and either unlawful discrimination and/or a violation of a CCHHS policy occurred .
- Unsubstantiated: The results of the investigation found insufficient evidence to demonstrate that either unlawful discrimination took place or a violation of a CCHHS policy occurred.
- Non-EEO matter: Case falls outside of the scope of the CCHHS EEO Team's jurisdiction. An example includes interdepartmental discord

Who is the Complainant: A person who files a complaint or charge

Who is the Respondent: The person or entity who provides a response to the complaint or charge



COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CCHHS

CCHHS Human Resource Committee | 06/17/16

Equal Employment Opportunity (EEO)

Charge Types

- Age (40 + years)
- Disability
- Equal Pay / Compensation
- Genetic Information
- Harassment
- National Origin
- Pregnancy
- Race / Color
- Religion
- Retaliation for EEO activity
- Sex / Gender
- Sexual Harassment



U.S. Equal Employment
Opportunity Commission

<https://www.eeoc.gov/eeoc/>

Page 13 of 29

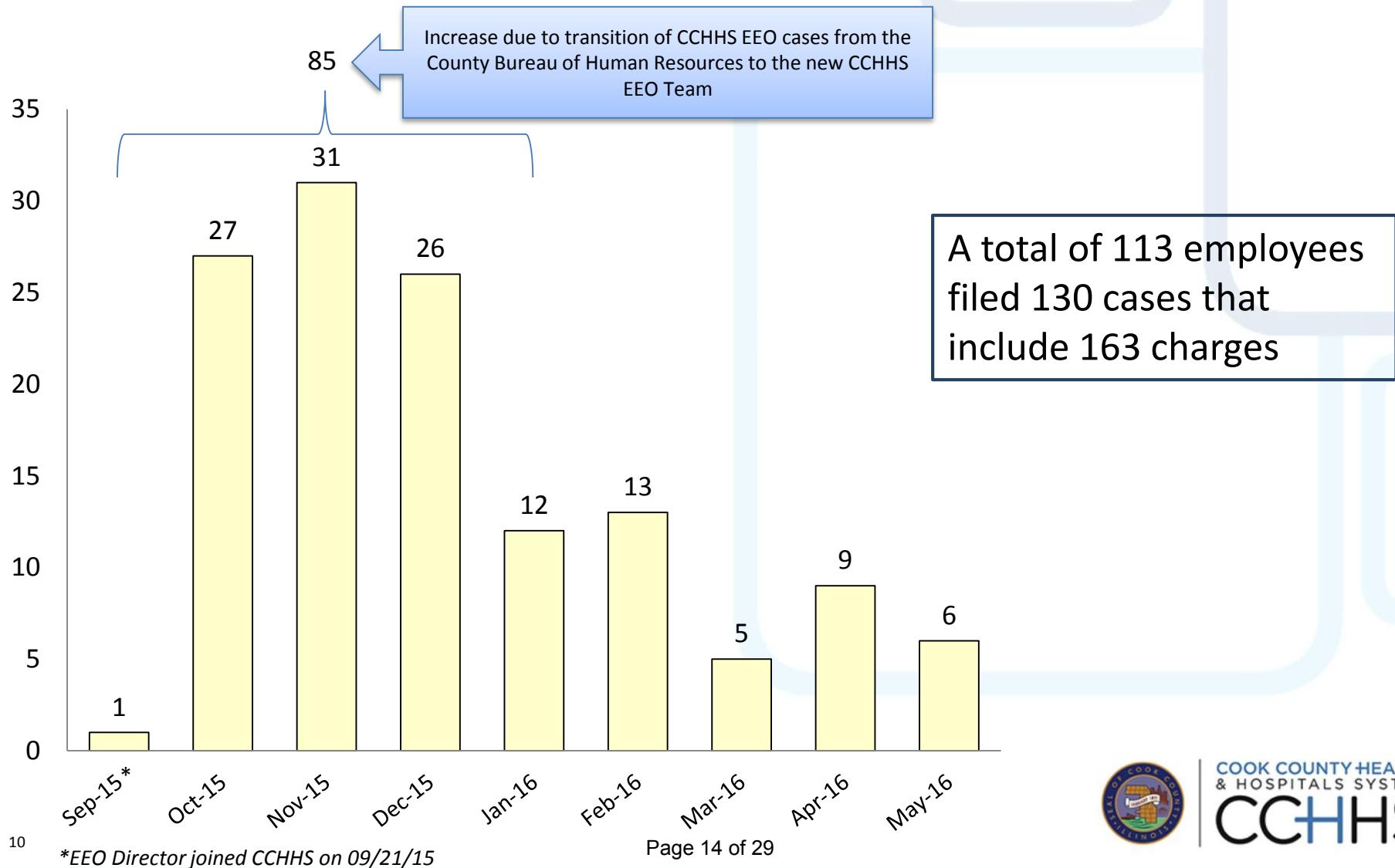


COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CCHHS

CCHHS Human Resource Committee | 06/17/16

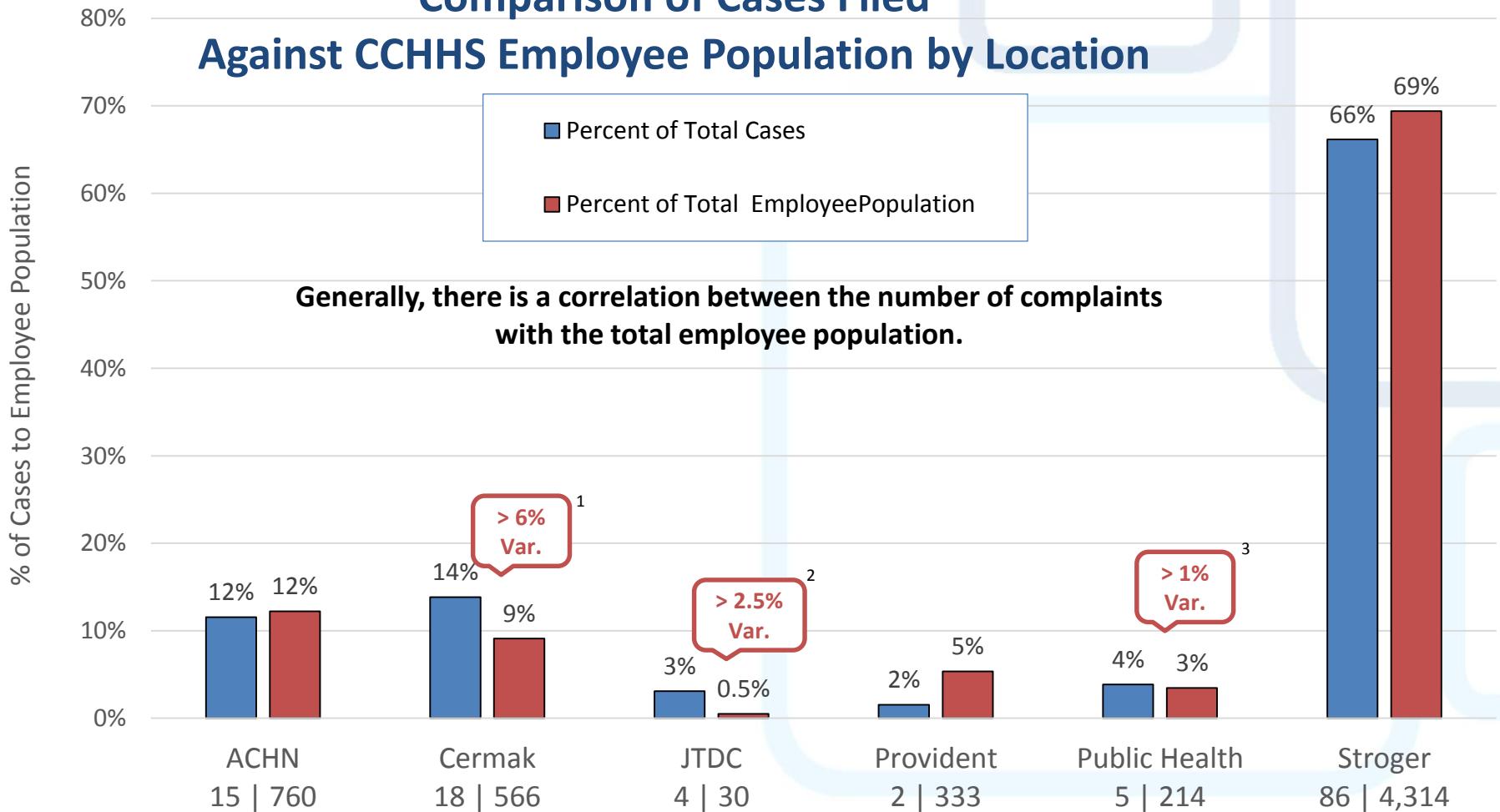
CCHHS Equal Employment Opportunity (EEO)

Average Number of Cases Received Per Month = 14.4



CCHHS Equal Employment Opportunity

Comparison of Cases Filed Against CCHHS Employee Population by Location



1. Three (3) separate employees filed the same – but separate – cases against one employee. We will continue to monitor the activity at Cermak so we can further analyze the data.

2. One employee filed 4 separate cases.

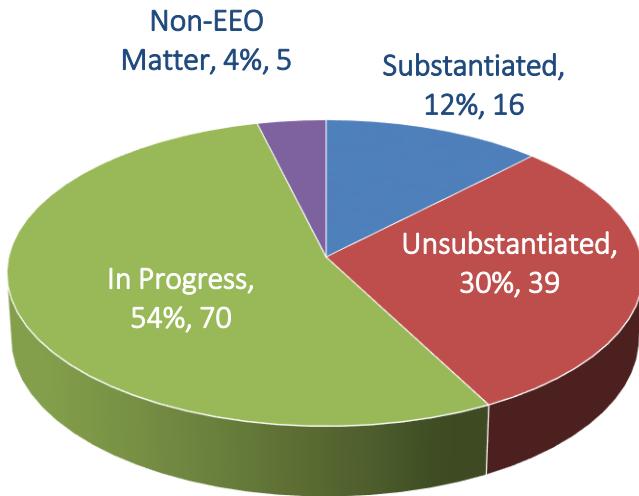
3. Four (4) employees filed five (5) cases. We will continue to monitor the activity at CCDPH so we can further analyze the data.



CCHHS Equal Employment Opportunity (EEO)

Total Cases: 130

Status of 130 Cases



Internal: CCHHS EEO Team (91 Cases)

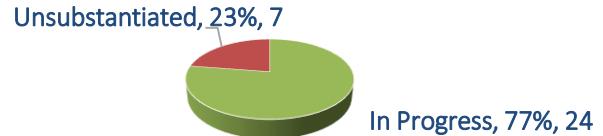
Status of 91 Cases



External: IDHR* (31 Cases)

Employees have 180-days from the date of the last know action to file with the IDHR

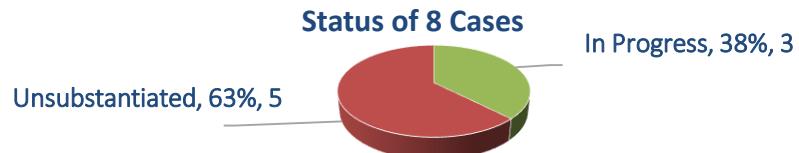
Status of 31 Cases



External: EEOC (8 Cases)

Employees have 300-days from the date of the last know action to file a case with the EEOC

Status of 8 Cases



*The IDHR must complete its investigation within 365 days from the date the initial complaint is filed unless a mutual agreement for an extension is granted by both Complainant and Respondent.



Since the Implementation of the CCHHS EEO Team

Observation

- Leaders need training and tools to manage staff through change

Resolution

- Training opportunities are being offered to management:
 - Harassment in the Workplace - June 2016
 - Workplace Should Not Hurt: Eliminating Bullying – August 2016
 - Conflict Resolution – September 2016
 - Sexual Harassment: What Managers Need to Know – October 2016
 - Interpersonal Skills: Harnessing the Power of Emotional Intelligence – was offered on June 9; will be offered again this Fall
 - Diversity Awareness - TBD
- Workforce Development and increased training opportunities for all CCHHS staff is Included in the CCHHS Strategic Plan



Since the Implementation of the CCHHS EEO Team

Observation

- ❑ Employees need training around what is and what is not harassment.
"Accountability \neq Harassment"

Resolution

- ❑ Develop and implement a tool to track and monitor cases and charges so data-driven analyses can be conducted to provide management and senior leaders with needed information to address employee concerns in a constructive manner

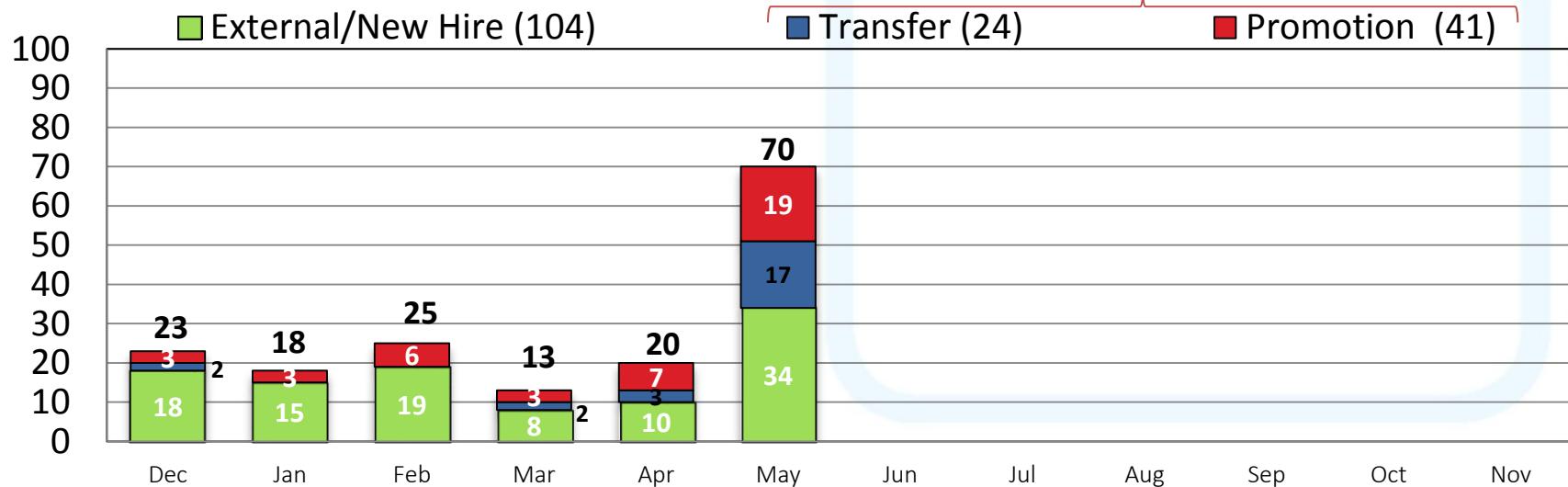


FY16 Vacancies Filled

Our goal is to maintain our total vacancies equal to or below 750.

Description	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	TOTAL:	Net New -139
Vacancy Number:	756	827	842	856	872	912								
Less Deleted Positions / PIDs:	0	0	0	0	0	0								
Add Separations:	89	30	33	24	50	17								
Less External Vacancies Filled:	18	15	19	8	10	34								
TOTAL:	827	842	856	872	912	895								

FY16 Vacancies Filled through 05/31/16 by Hiring Source (169) (65)



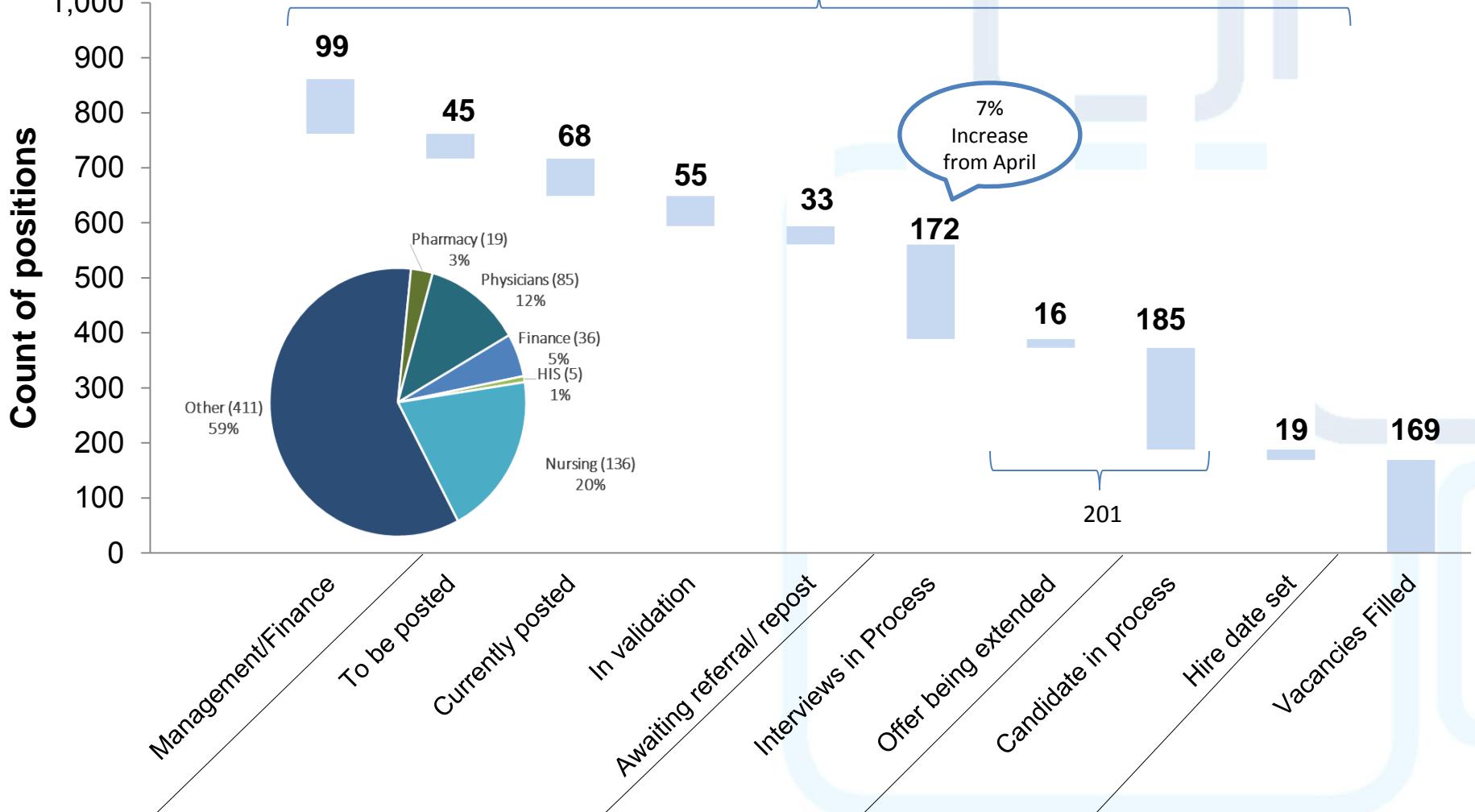
This report does not represent vacancies filled by "displacements".

Page 19 of 29



CCHHS Hiring Waterfall & Snapshot (05/31/16)

692 Positions in process



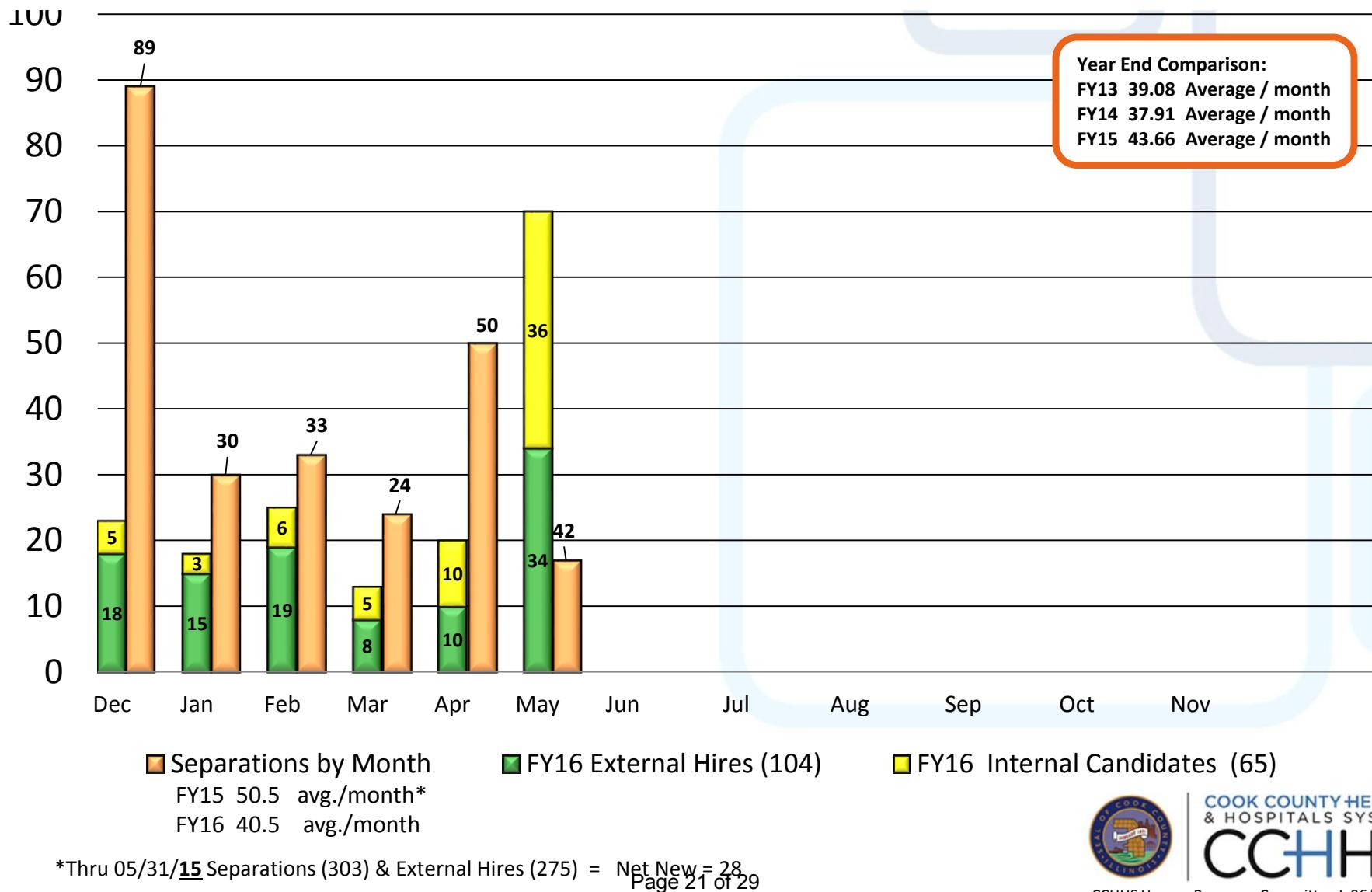
Shared Responsibility	Human Resources	Management	Human Resources	Management Human Resources
-----------------------	-----------------	------------	-----------------	----------------------------

New Request to Hires received in the last four months: 23-ACHN Clinic Managers, 91-Medical Assistants, 22-Medical Social Worker IIs and 24 Psychiatric Social Workers

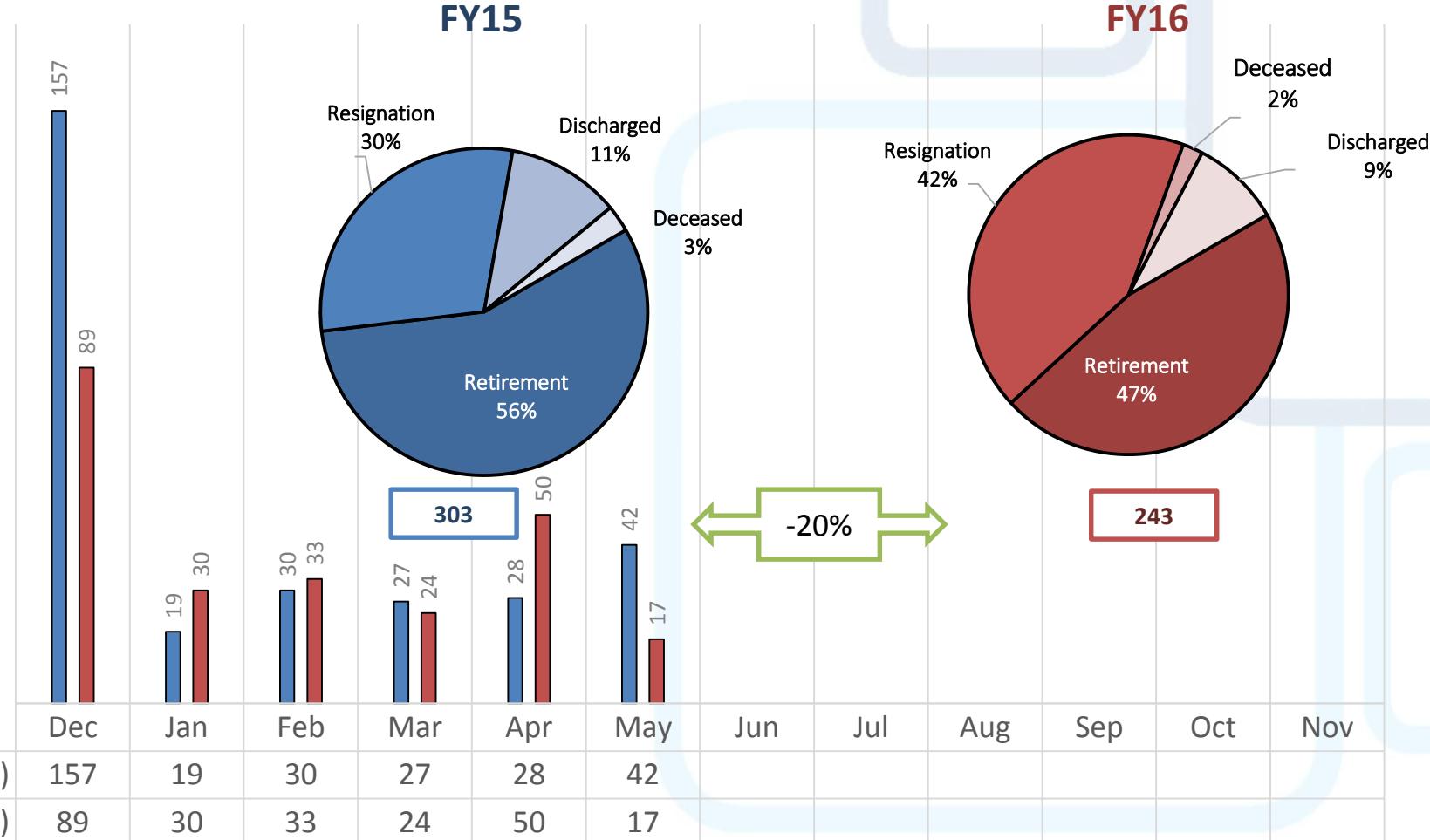


FY16 Separations and Hires

FY16 Separations (243) & External Hires (104)
Net New (-139)



Comparison of Separations



Comparison:

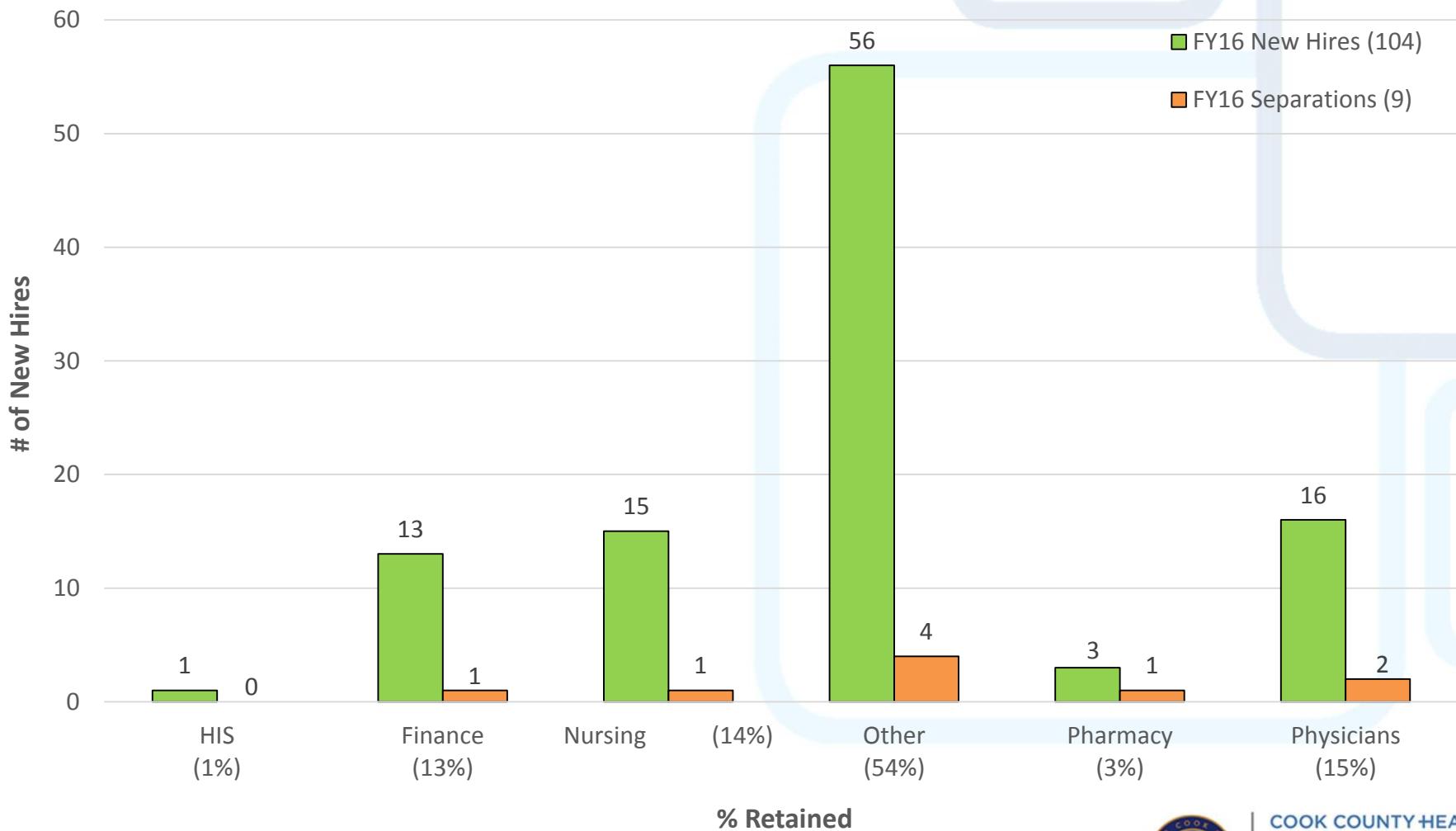
FY15 50.5 Average / Month
 FY16 48.6 Average / Month



CCHHS FY16 Turnover by New Hires

Retention Rate – 91%

Turnover of FY16 New Hires – 9%



*Thru 05/31/15 New Hire Separations (23) & New Hires (329) = 93% Retention Rate / 7% Turnover

Page 23 of 29



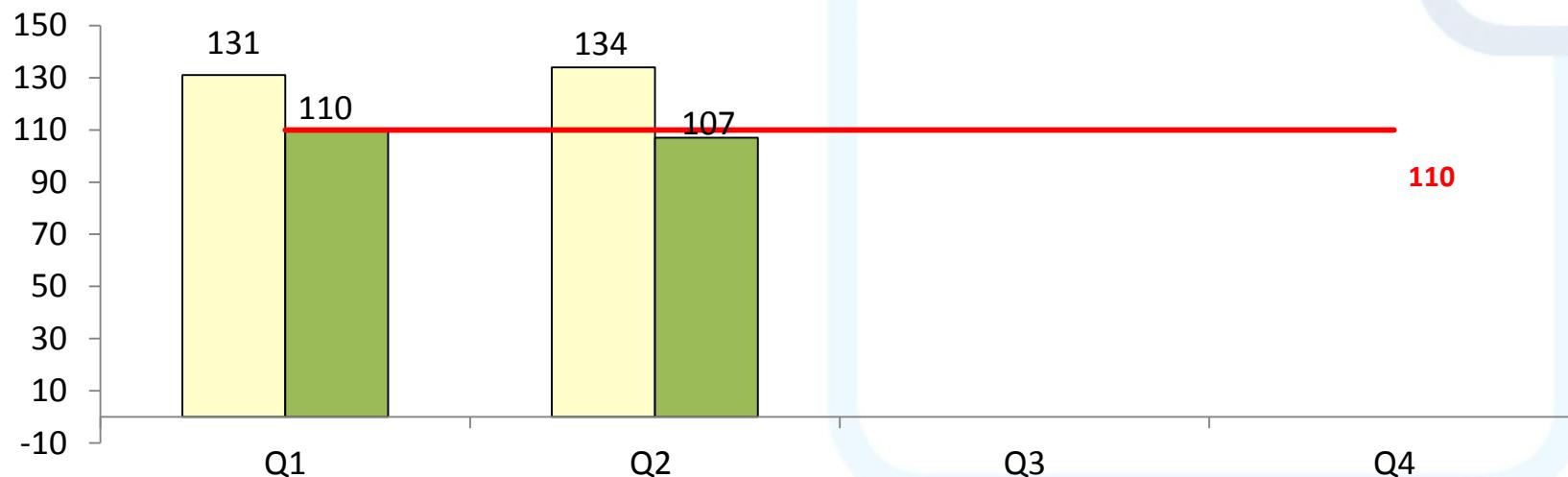
FY16 HR Goal: Improve/Reduce Average Time to Hire*

FY16 Goals:	2014 Act	2015 Act	2016 Target	Dec Act	Jan Act	Feb Act	Mar Act	Apr Act	May Act	Jun Act	Jul Act	Aug Act	Sept Act	Oct Act	Nov Act	YTD Avg	YTD Var.
1Average Days to Hire (With Credentialed)	203	140	110	115	119	153	94	134	146							135**	2.7%
Average Days to Hire (Without Credentialed)	NA	NA	110	96	101	131	92	105	111							111	.90%

■ FY16 Average Days to Hire (YTD)

■ FY16 Average Days to Hire (W/O Credentialing/Labor) (YTD)

— Target (110)



¹Credentialed Positions: Physicians, Psychologist, Physician Assistant I and Advanced Practice Nurses.

Fill time increase can be attributed to the filling of 7 Credentialed positions this month.

*Data thru 05/31/16

**The process to increase the funding above the first step of the Grade for a vacant position is increasing the average time to fill as the extending of offers is delayed.



COOK COUNTY HEALTH & HOSPITALS SYSTEM

Human Resource Committee

Gladys Lopez, Chief of Human Resources

June 17, 2016

Handout – EEO Types of Discrimination



Equal Employment Opportunity (EEO)

Discrimination by Type

Age - Age discrimination involves treating someone (an applicant or employee) less favorably because of his or her age. The Age Discrimination in Employment Act (ADEA) only forbids age discrimination against people who are age 40 or older.

Disability - Disability discrimination occurs when an employer or other entity covered by the Americans with Disabilities Act, as amended, or the Rehabilitation Act, as amended, treats a qualified individual with a disability who is an employee or applicant unfavorably because she has a disability.

Equal Pay/Compensation - The Equal Pay Act requires that men and women in the same workplace be given equal pay for equal work. The jobs need not be identical, but they must be substantially equal. Job content (not job titles) determines whether jobs are substantially equal. All forms of pay are covered by this law, including salary, overtime pay, bonuses, stock options, profit sharing and bonus plans, life insurance, vacation and holiday pay, cleaning or gasoline allowances, hotel accommodations, reimbursement for travel expenses, and benefits wages of either sex to equalize their pay.



U.S. Equal Employment
Opportunity Commission

<https://www.eeoc.gov/eeoc/>

Page 26 of 29



COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CCHHS

CCHHS Human Resource Committee | 06/17/16

Equal Employment Opportunity (EEO)

Discrimination by Type

Genetic Information – Occurs when an employer uses genetic information in making employment decisions. Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA), took effect on November 21, 2009.

Harassment - Harassment is unwelcome conduct that is based on race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information.

National Origin - National origin discrimination involves treating people (applicants or employees) unfavorably because they are from a particular country or part of the world, because of ethnicity or accent, or because they appear to be of a certain ethnic background (even if they are not). National origin discrimination also can involve treating people unfavorably because they are married to (or associated with) a person of a certain national origin.

Pregnancy – Pregnancy discrimination involves treating a woman (an applicant or employee) unfavorably because of pregnancy, childbirth, or a medical condition related to pregnancy or childbirth.



U.S. Equal Employment
Opportunity Commission

<https://www.eeoc.gov/eeoc/>

Page 27 of 29



COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CCHHS

CCHHS Human Resource Committee | 06/17/16

Equal Employment Opportunity (EEO)

Discrimination by Type

Race/Color - Race discrimination involves treating someone (an applicant or employee) unfavorably because he/she is of a certain race or because of personal characteristics associated with race (such as hair texture, skin color, or certain facial features). Color discrimination involves treating someone unfavorably because of skin color complexion.

Religion - Religious discrimination involves treating a person (an applicant or employee) unfavorably because of his or her religious beliefs. The law protects not only people who belong to traditional, organized religions, such as Buddhism, Christianity, Hinduism, Islam, and Judaism, but also others who have sincerely held religious, ethical or moral beliefs.

Retaliation - All of the laws we enforce make it illegal to fire, demote, harass, or otherwise "retaliate" against people (applicants or employees) because they filed a charge of discrimination, because they complained to their employer or other covered entity about discrimination on the job, or because they participated in an employment discrimination proceeding (such as an investigation or lawsuit).



U.S. Equal Employment
Opportunity Commission

<https://www.eeoc.gov/eeoc/>

Page 28 of 29



COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CCHHS

CCHHS Human Resource Committee | 06/17/16

Equal Employment Opportunity (EEO)

Discrimination by Type

Sex - Sex discrimination involves treating someone (an applicant or employee) unfavorably because of that person's sex. Discrimination against an individual because of gender identity, including transgender status, or because of sexual orientation is discrimination because of sex in violation of Title VII

Sexual Harassment - It is unlawful to harass a person (an applicant or employee) because of that person's sex. Harassment can include “sexual harassment” or unwelcome sexual advances, requests for sexual favors, and other verbal or physical harassment of a sexual nature.

Harassment does not have to be of a sexual nature, however, and can include offensive remarks about a person's sex. For example, it is illegal to harass a woman by making offensive comments about women in general.



U.S. Equal Employment
Opportunity Commission

<https://www.eeoc.gov/eeoc/>

Page 29 of 29



COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CCHHS

CCHHS Human Resource Committee | 06/17/16